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18 November 1957

MEMORANDUM for the Operating Committee

SUBJECT: Organization of Task Teams to Evaluate the
Recommendations of the Library Consultants

1. Attached are the statements of the seventeen (17) projects into which the recommendations of the Library Consultants have been summarized.

2. The second and current phase of the evaluation of the Consultants' findings is the organization of Task Teams to study these problems.

3. Nominations for participants from within OCR will be discussed at our staff meeting on 19 November.

4. By copy of this memorandum AD/RR, AD/SI, and AD/BI are requested to review these attachments with a view to identifying competent senior intelligence officers within their own offices who might be detailed for work on one or more of the necessary Task Teams.



Assistant Director
Central Reference

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cc: AD/RR
AD/SI
AD/BI

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Project ONE

To study the Intellofax system in order to determine if:

- (1) the encoding of requests is unreliable.
- (2) the citations are inadequate.
- (3) the system is unsufficiently used.
- (4) the same data is ^{not} given on repeated runs for the same codes.
- (5) the service is slow, untrustworthy, and costly.
- (6) the older cards are unavailable.
- (7) the system requires excessive space.
- (8) the system duplicates work done in the other OCR Registers.
- (9) the system fails to provide service at as high an intellectual level as is needed for the program of the Agency.

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Project TWO

To study the machine filing and reproduction of IBM index cards in order to determine if:

- (1) machine filing and selection is limited by virtue of the multiplicity of IBM file decks.
- (2) the machine files require excessive space.
- (3) machine sorting and refinement is minimal.
- (4) facsimile and photostat expediter service can be obtained at lower cost by use of other processes.
- (5) the reproduction ratio in use on the photostat expeditors should be increased.

*This looks like project one to me
or aperture cards*

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Project THREE

To study the ISC, and compare the advantages of the present Intellofax-aperture card system with the benefits of a recommended printed bibliography and intact hard copy system; to specifically determine if:

- (1) the ISC cannot be applied uniformly to book and document coding.
- (2) an intact hard copy system would be more economical of space, provide speedier service, and be less costly than the present system.
- (3) the aperture card system is an inefficient substitute for an intact hard copy file.
- (4) program efficiency will result in having a printed bibliography instead of the Intellofax system.
- (5) the IPI could be expanded to include all documents, books, periodical articles, and FBIS material.
- (6) it is feasible to make photostat copies of single copy enclosures for Acquisition Branch customers.
- (7) a printed bibliography would be cheap to produce and would prove timely enough to serve information staff needs in lieu of Intellofax.

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Project FOUR

To study book and document selection criteria and determine the proper location of the selection function in the organizational structure; specifically to determine if:

- (1) the Agency staff participates in the selection process.
- (2) there is a satisfactory selection policy.
- (3) the selection function should be in Acquisitions Branch or in Reference.

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Project SIX

To study all aspects of publications expenditures including the book budget, cash procurement, and fiscal controls; specifically to determine if:

- (1) the budget for publications is too low.
- (2) the rate of purchase is in any way affected by staff and space limitations.
- (3) the budget for expendables and the budget for the main collections should be separate.
- (4) the present budget philosophy should be revised.
- (5) the fiscal controls and procedures in Acquisitions need changing.

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Project EIGHT

To study work load, production, and service rendered by the Circulation Branch; specifically to determine if:

- (1) production is low.
- (2) service is slow.
- (3) the Branch is over-staffed to do its job.
- (4) it is performing functions that should be assigned elsewhere.

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Project NINE

To study the present card catalogs, cataloging section work loads, and the cost of cataloging; specifically to determine if:

- (1) the catalogs are inefficient tools badly kept.
- (2) too many cards per title are made.
- (3) cataloging costs are abnormally high.
- (4) workload is low.
- (5) the cataloging staff should be reduced by half.
- (6) conventional 3x5 cards can be substituted for IBM cards.
- (7) Library of Congress cataloging can be profitably applied to CIA cataloging procedures.

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Project TEN

To study Reference Branch work load, reference tools, and the techniques of giving information service; specifically to determine if:

- (1) service is low compared to number of analysts served.
- (2) three fourths of the work is routine.
- (3) work is low in quality.
- (4) staff is untrained.
- (5) reference tools are inferior.
- (6) the Information Unit is overstaffed.
- (7) the book and periodical collection in Acquisitions should be transferred to Reference.
- (8) reference librarians should be used to give customer higher cut of references on a given request.
- (9) service to customers can be put on a five minute or less schedule.

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Project ELEVEN

To weigh the advantages and disadvantages of the single information center concept; specifically to determine if:

- (1) it is feasible to create a single point for OCR customer service.
- (2) short term requests can be accommodated at the single point without further referral.
- (3) a pilot approach could be made in advance of the big move.
- (4) and how the single point idea should be organized.

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Project TWELVE

To devise a plan for installing a pilot plant OCR MINICARD system for coding, storage, and retrieval of IAC produced documents; specifically to determine if:

- (1) OCR should have a continuing high level planning and management staff to investigate new ideas.
- (2) MINICARD offers advantages over Intellofax. 
- (3) the MINICARD pilot operations has been satisfactorily planned (and to develop a current plan).

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Project THIRTEEN

To study the OCR operational reporting program; specifically to determine if:

- (1) Too much time is spent keeping unnecessary records.
- (2) Present monthly reports can be revised in order better to reflect information of especial value to management.
- (3) An annual (or semi-annual) report can be devised as an integral part of OCR's report system, which report would be of value to top Agency management as well as to supervisors within OCR.

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Project FOURTEEN

To study the training policies of OCR and OTR; specifically to determine if:

- (1) Professional employees of OCR should be given the same training program, particularly in introductory courses, as are the analysts in producing offices in the Agency.
- (2) A training program can be devised which will enable the professional staff of OCR to give a higher level of reference service to users of OCR facilities from the intelligence community.

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Project FIFTEEN

To study means whereby OCR can get adequate guidance for its operations from customer offices; specifically to determine if:

- (1) A Library Committee composed of representatives of all the components of the Agency should be created to serve in an advisory capacity to the Assistant Director/OCR and as a channel of communication to the Agency.
- (2) A program should be developed to bring together the analyst and the Reference Staff so that the Reference Staff may be aware as much as possible of what intelligence reports and programs are underway so that the staff might give a higher level reference service and be prepared to call to the attention of the analyst pertinent periodical articles, intelligence reports, books, documents, etc., which is a normal special library technique and service.

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Project SEVENTEEN

To study what changes in the organization and staffing pattern of
OCR are necessary; specifically to determine if:

Note - Specific problems will depend on the findings
of and the actions taken pursuant to the earlier
studies. This project is therefore placed in deferred
status.

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